



2000  
Chief of Staff  
Team Excellence Award  
Guidelines

This instruction implements Air Force Policy Directive 36-28, Awards and Decorations Program. It prescribes the eligibility rules and nomination procedures for the annual Chief of Staff Team Excellence Award Program. The program, sponsored by the Chief of Staff of the Air Force and administered by the Air Force Manpower and Innovation Agency (AFMIA), recognizes outstanding team performance and shares best practices within the Air Force. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

1. Purpose. The Chief of Staff Team Excellence Award (CSTEA) recognizes outstanding team performance and shares best practices within the Air Force. It promotes a systematic approach for enhancing mission capability, improving operational performance, and achieving sustained results while maximizing efficiency.

2. Eligibility. Competing teams must have completed a performance improvement within the last two years. The award eligibility cut-off date is two years prior to 1 September of the current year. Eligible nominations are as follows:

2.1. HQ USAF to include Field Operating Agencies (FOA)/Direct Reporting Units (DRU) – a total of two

2.2. Major Commands (MAJCOM) - two each

2.3. Air National Guard (ANG) - two

3. Criteria. The criteria are in Attachment 5. They are divided into three sections: Organizational Approach, Execution, and Results.

4. Schedule. AFMIA will begin each CSTEA cycle by publishing a schedule of events. The published schedule of events will be the regulatory timeline. The T-minus numbers in Attachment 1 are only guidelines. See Attachment 1 for a process flowchart.

5. Application Package.

5.1. The application package must be completed by the team and stand on its own. Information should be concise and quantitative. Statements should be supported by facts and other data. Acronyms should be spelled out the first time used, and terminology specific to the applicant's organization should be fully defined. The application must not contain any classified information.

5.2. The application package will consist of one Word for Windows file in the version specified in the current schedule of events. Any PowerPoint slides, Excel spreadsheets, or other charts or graphics must be properly embedded in the single Word for Windows document. If the file is too large to fit on one 3.5-inch disk, it should be stored on recordable CD-ROM media. The package must be typed in 12-point Times New Roman font with one inch margins. The application package consists of four items in the following order:

5.2.1. Cover Page: The design and format of the cover page will be determined by the submitting organization and can include color photographs, logos, and any other material desired.

5.2.2. Nomination Memorandum: See Attachment 2 for format and requirements.

5.2.3. Abstract: Must not exceed one page. See Attachment 3 for format and requirements.

5.2.4. Narrative: Must not exceed ten pages. See Attachment 4 for format and requirements.

## 6. Submission of Application.

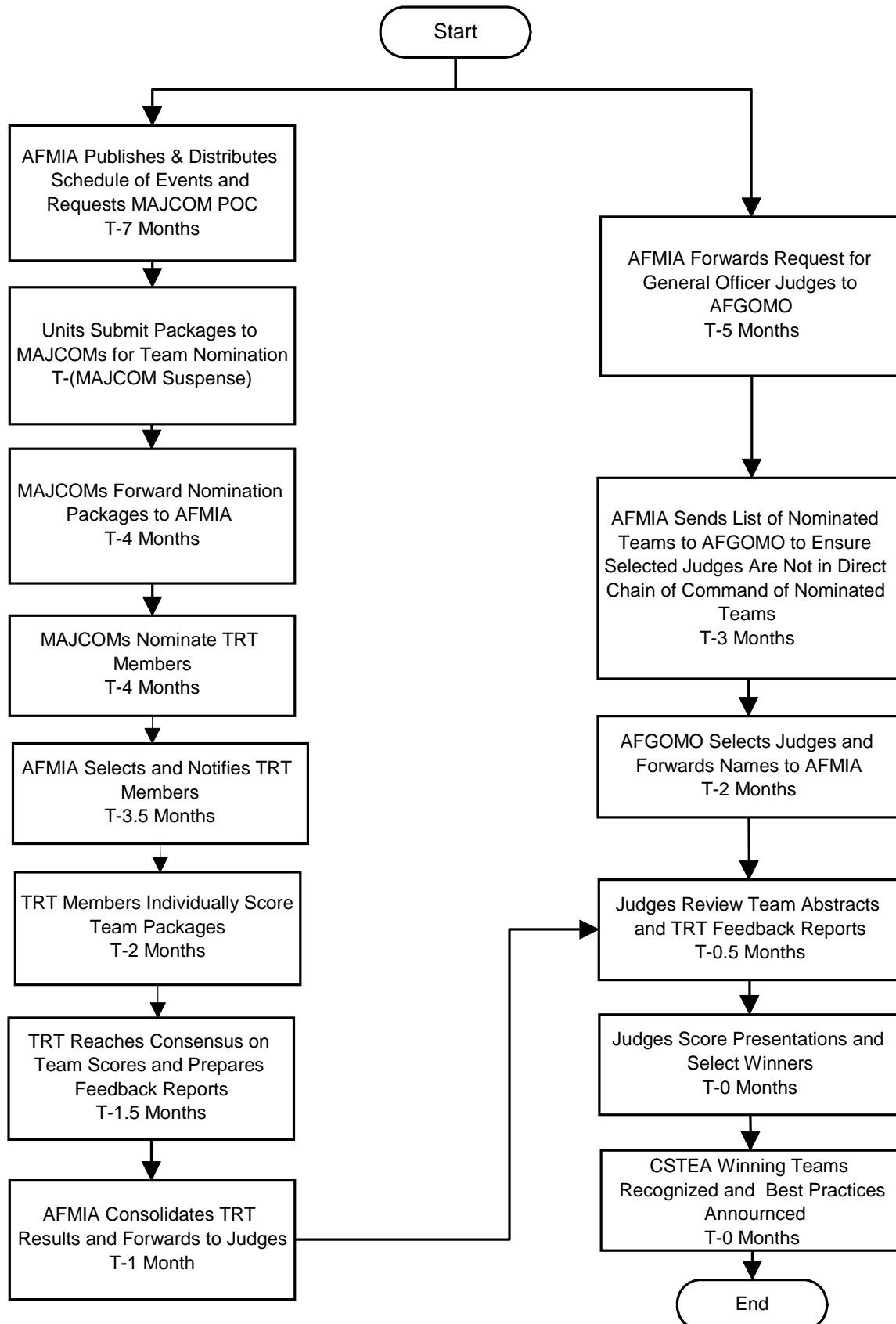
6.1. HQ USAF, MAJCOM, and ANG coordinating offices will disseminate the schedule of events published by AFMIA to their subordinate organizations and determine the procedures for collecting CSTEAs nomination packages from their subordinate units. Organizations wishing to compete for the CSTEAs will contact the installation Manpower and Organization Office or coordinating office for submission guidance.

6.2. Each HQ USAF, MAJCOM, and ANG coordinating office will ensure the number of nominations sent to AFMIA do not exceed the number allowed and that applicants meet eligibility requirements. HQ USAF, MAJCOM, and ANG coordinating offices will ensure an electronic or disk copy of the application package is submitted to AFMIA not later than the date published by AFMIA. Send submissions to AFMIA/MIPP (Attn: Chief of Staff Team Excellence Award), 550 E Street East, Randolph AFB TX 78150-4451. Application packages received in the wrong format will not be accepted and will be returned for corrections. Any application or corrected application received after the cut-off date will not be accepted.

6.3. Once submitted, the application becomes the property of the United States Air Force and may be released to other organizations after the presentation of awards.

coordinating office is the team's primary source of information for the CSTEAs. You may also call AFMIA, DSN 487-4982, Commercial (210) 652-4982.

## Attachment 1 Process Flowchart



## **Attachment 2**

### **(SAMPLE NOMINATION MEMORANDUM FORMAT)**

**MEMORANDUM FOR AFMIA/MIPP (ATTN: CSTEa)**

**FROM:** (Submitting Unit)

**SUBJECT:** Nomination for Chief of Staff Team Excellence Award

1. Team Name:

2. Applicant Organization:

Address:

City, State, Zip:

3. Team Member POC (This person will be the single point of contact for coordinating team issues before, during and after the team presentation.)

Name: [Rank/Civ Grade/Civ Title (e.g., Mr., Ms., Dr.)/First Name/MI/Last]

Duty Title:

Organization and Office Symbol:

Mailing Address:

City, State, Zip:

DSN Telephone:

Commercial Telephone:

DSN FAX:

Commercial FAX:

E-mail Address:

Official Message Address:

4. Other Team Members (Include the following information on all team members. Include those who have retired, PCS'd, or otherwise no longer in the organization. Include last known duty address for retired and separated individuals.)

Name: [Rank/Civ Grade/Civ Title (e.g., Mr., Ms., Dr.)/First Name/MI/Last]

Duty Title:

Position on Team: (Leader, facilitator, scribe, member, etc):

Organization:

Duty Mailing Address:

City, State, Zip:

Duty DSN Telephone:

Commercial duty Telephone:

Note: Teams are not limited to 10 team members; however, AFMIA will only pay the registration fees for up to 10 team members to attend the program in conjunction with team presentation briefings. All team members must be included on the nomination memorandum when submitted. Teams will not be allowed to add members once their package has been received by AFMIA. Special care should be taken to identify all team members with the proper spelling of their names. Civilians must be identified by grade and proper title, e.g., Mr., Ms., Dr. Place the person's gender in parentheses after their name if the title/name does not make it clear, e.g. Terry, Tracy, Bobby, Chris, Toni.

5. Coordinating POC in Installation Manpower and Organization Office:

Name: [Rank/Civ Grade/Civ Title (e.g., Mr., Ms., Dr.)/First Name/MI/Last]

Duty Title:

Organization and Office Symbol:

Mailing Address:

City, State, Zip:

DSN Telephone:

Commercial Telephone:

DSN FAX:

Commercial FAX:

E-mail Address:

Official Message Address:

6. MAJCOM, ANG, HQ USAF/XPM Coordinating Office

Name: [Rank/Civ Grade/Civ Title (e.g., Mr., Ms., Dr.)/First Name/MI/Last]

Title:

Organization and Office Symbol:

Mailing Address:

City, State, Zip:

DSN Telephone:

7. I certify that the nomination application and attachments do not contain any classified information, resource savings have been validated, and the process improvement is in place.

(Sponsoring Organization Commander's signature)  
SIGNATURE BLOCK

Attachments:

1. Abstract
2. Narrative

## **Attachment 3**

### **(SAMPLE ABSTRACT FORMAT)**

**Team Name**  
**Organization, Base, State or Country**

### **ABSTRACT**

#### **I. Organizational Approach**

The abstract will be a maximum of one page. This page is a sample of the format that will be used. The team name will be centered and bolded at the top of the page. The name of the sponsoring organization, base, and state or country will be centered and bolded on the next line below the team's name. Both lines will be in upper and lower case using normal rules for capitalization. The word "ABSTRACT" will be centered and bolded and all capital letters on the page and two lines down from the organization's name. The page will have one-inch margins. The font will be 12-pitch Times New Roman. Do not put squadron, wing, MAJCOM, or other logos or patches in the abstract. The first section will begin two lines below the word "ABSTRACT."

#### **II. Execution**

The title of each section must be included in the abstract. The abstract will be the only document from the submission package given to the judges before they score team presentations. Therefore, the abstract should contain the major points of the 10-page narrative, concisely written to concentrate the judges' attention on the team's effectiveness in the areas being scored. The abstract should be written so it flows like a story. Make it interesting to keep the readers' attention and motivate them to contact team members for additional information. Place the name of the team point of contact at the bottom of the page along with his/her DSN and commercial telephone numbers.

#### **III. Results**

Remember, the abstract will be the only document from the application package that the judges will see prior to the team's presentation. AFMIA may publish the abstract and distributed the abstract in print or electronic format. It will also be used to write introductions for award presentations and other recognition. The abstract will be the foundation for any video script and information released to the news media. For these reasons, the essence of what you did and the results of doing it should be clearly spelled out in the Abstract.

SRA John Q. Smith/ DSN 487-2349 ext. 3002/ Comm (210) 652-2349 ext. 3002



**Attachment 4**  
(SAMPLE NARRATIVE FORMAT)  
**Team Name**  
Organization, Base, State or Country  
**NARRATIVE**

**1.0 ORGANIZATIONAL APPROACH**

**1.1 Mission.** (Team's response here and for the following 11 criteria. Do not provide narrative for the three major category headings.)

**1.2 Improvement Identification.**

**1.3 Team Selection.**

**1.4 Team Support.**

**2.0 EXECUTION**

**2.1 Root Cause Identification and Analysis.**

**2.2 Solution Selection and Execution.**

**2.3 Communication.**

**3.0 RESULTS**

**3.1 Improvement Effort Results.**

**3.2 Impact of Results.**

**3.3 Sustainability and Standardization.**

**3.4 Return on Investment.**

**3.5 Validation and Satisfaction.**

**NOTE:**

A glossary, if attached, will not be considered as part of the 10-page narrative. Do not adorn the narrative with organizational logos or patches. Each item of the criteria must be addressed in the narrative. Precede each item response with the item title. Supporting figures, charts, or illustrations must be incorporated into the narrative as close to the text referring to them as possible. They must clearly identify the data they address. All charts and other graphics should use a black and white color scheme suitable for reproduction, e.g., using black and white patterns to differentiate data groups rather than colors helps clarity of black and white graphic representations.

## Attachment 5

### Award Criteria

1.0 Organizational Approach	10 pts
<p><b>Objective:</b> Select an appropriate process for performance improvement and describe the team approach used to maximize results relating to the mission of the organization.</p>	
<p><b>1.1 Mission.</b> What was the mission of the team's unit or organization? What was the mission of your parent organization (parent of the team's unit or organization, wing or above)? Identify the parent organization's Mission Essential Task(s) (MET) that your unit or organization directly supports. Explain the relationship between your unit or organization and the METs.</p>	2 pts
<p><b>1.2 Improvement Identification.</b> How was the process selected for improvement? How was senior leadership of the unit or organization involved in identification and selection of the process improvement? Which MET(s) identified in paragraph 1.1 did this process impact? Describe the impact of the process on the MET(s) and include baseline data depicted in the MET's performance measures. Describe how the process was evaluated for impact to stakeholders' requirements and expectations. Stakeholders are identified as internal/external customers suppliers or any individual or group having significant impact on or being impacted by, the process.</p>	4 pts
<p><b>1.3 Team Selection.</b> What team approach was selected (e.g., PAT, AWO, natural working group)? How was the team formalized (e.g. charter, tasking letter)? How were team members selected (e.g. skill sets, experience level)?</p>	2 pts
<p><b>1.4 Team Support.</b> What training was provided to prepare team members for this process improvement? What support/resources did senior leadership provide to ensure a successful team effort? How and to what degree was the team empowered?</p>	2 pts
2.0 Execution	10 Pts
<p><b>Objective:</b> Show the team's efforts to identify, measure, select, and implement a solution to improve the selected process.</p>	
<p><b>2.1 Root Cause Identification and Analysis.</b> (Note: Root Cause is defined as the specific reason for a problem within a process, that when removed or corrected will eliminate the problem.) Describe what systematic approach was used to analyze and identify root cause(s) for process improvement. What methods/tools were used to analyze the area for improvement before, during, and after process improvement? How were mission and customer requirements factored into the analysis? Which root cause(s) were selected for improvement. Identify the measures used to baseline performance and the progress of this process improvement.</p>	3 pts
<p><b>2.2 Solution Selection and Execution.</b> How were possible solutions identified? How were best practices and/or competitive comparisons identified, analyzed, and used/not used in the improvement effort? How were solution(s) tested, evaluated and prioritized? Which solution was selected for implementation and why? How was a plan of action developed, executed, reviewed, and/or modified?</p>	5 pts

<b>2.3 Communication.</b> How was team progress communicated to stakeholders? What steps were taken to gather stakeholder feedback? How was stakeholder feedback considered throughout the improvement effort?	2 pts
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#### Award Criteria (continued)

<b>3.0 Results</b>	<b>30 Pts</b>
<b>Objective:</b> Ensure improvement was linked to the parent unit or organization's METs and ensure results were validated, sustained, and standardized.	
<b>3.1 Improvement Effort Results.</b> Display trend data on baseline measures asked for in the last sentence of paragraph 2.1 to include data for a maximum of one year prior to implementation of the improvement and all data available after implementation of the improvement. Briefly explain the trend data.	6 pts
<b>3.2 Impact of Results.</b> What impact did the improvement results have on the overall mission of the team's unit or organization and the success of the MET(s) identified in paragraph 1.2? Display MET(s) performance measure trend data for a maximum of one year prior to implementation of the improvement and all data available after implementation of the improvement.	9 pts
<b>3.3 Sustainability and Standardization.</b> How did the team ensure the improvement results would be sustained? Does trend data support this claim? What steps were taken to standardize the results of this improvement effort at unit, organization, wing, MAJCOM, and Air Force levels? What steps were taken to share the results of this improvement effort within the Air Force and with other public and private organizations?	5 pts
<b>3.4 Return on Investment.</b> Define and display actual and/or projected resource savings. What were the total man-hours expended by the team (not including award preparation time)? What were the costs for all resources expended to develop and implement this improvement? What was the return on investment and how was it calculated? Identify and explain intangible benefits of the improvement effort.	5 pts
<b>3.5 Validation and Satisfaction.</b> Who validated resource savings? How were resource savings validated (budget, manpower, equipment, etc.)? Describe and display changes to stakeholder satisfaction. How was the team recognized for their efforts?	5 pts
<b>4.0 Team Presentation</b> (Do not include a written response to this category in the narrative)	<b>50 Pts</b>
<b>TOTAL</b>	<b>100 Pts</b>

## **Attachment 6**

### **AF Chief of Staff Team Excellence Award (CSTE) Technical Review Team (TRT) Member Application**

Name:

Duty Title:

Organization and Office Symbol:

Mailing Address:

City, State, Zip:

DSN Telephone:

Commercial Telephone:

DSN FAX:

Commercial FAX:

E-mail Address:

Official Message Address:

Describe your performance improvement, process improvement and/or other related training:

Describe your performance improvement, process improvement and/or other related experience (e.g. team leader, member):

Describe your experience in the CSTE process:

Describe your experience as an evaluator of award nominations:

Describe your other areas of expertise:

List any Process Improvement Teams that you have supported within the last Two Years (e.g. team leader, member, facilitator, champion, supervisor). Note: This section is to ensure there are no conflict of interest with this year's team nominations:

(Applicant's signature)  
SIGNATURE BLOCK

I certify that applicant will be given the full time required to fulfill the TRT member's duties.

(Supervisor's signature)  
SIGNATURE BLOCK